



# HM Prison & Probation Service

## **NPS Job Description (JD)**

### **NPS Band ACO B**

#### **Directorate: National Probation Service**

#### **Job Description: Performance & Quality Manager**

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## NPS Job Description

<b>Job Title</b>	Performance & Quality Manager (PQM)
<b>Directorate</b>	National Probation Service
<b>Band</b>	ACO B

<b>Overview of the job</b>	The job is to ensure the performance and delivery of the organisation to the targets of the NPS Division, including through development of quality of operational practice.
<b>Summary</b>	<p>The PQM role is to ensure performance and delivery to targets of NPS Division. Managing a team of staff to work alongside LDU clusters to support them in achieving agreed performance. This includes:</p> <ul style="list-style-type: none"> <li>• Ensuring that the work of the NPS Division is being delivered in accordance with agreed national service delivery indicators and specifications</li> <li>• Identifying good practice within the NPS Division and sharing that across all teams and promoting that practice more widely within the NPS</li> <li>• Identifying areas of performance that require improvement and producing and managing quality improvement programme for the Division</li> <li>• Working with and supporting other senior managers; identifying local performance and quality issues and opportunities and linking in to NOMS priorities.</li> <li>• Putting in place Divisional improvement initiatives to address opportunities for performance improvement including making changes to local policy and procedure to enable working practice to support good performance</li> <li>• Working with other divisional Performance and Quality Managers within the NPS to share best practice and maximise improvements in quality and performance</li> </ul> <p>Lead on performance initiatives and run pilots for the benefit of NPS service delivery. Hold the budget for performance initiatives and delivery the analysis to support the conclusions and recommendations.</p>
<b>Responsibilities, Activities &amp; Duties</b>	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <p><b>Support Service Delivery Quality Improvement and Practice Development</b></p> <ul style="list-style-type: none"> <li>• Provide leadership and guidance for delivery of effective practices across the NPS Division</li> <li>• Gain support for organisational vision and strategies as regards quality improvement within the division and with external partners and stakeholders</li> <li>• Take lead responsibility within the Division for ensuring that the systems are in place for reviewing and assessing effective practice</li> <li>• Be responsible within the Division for delivering practice development</li> <li>• Work with NOMS/NPS training and OD to design practice development opportunities</li> <li>• Promote a culture of innovation and continuous improvement</li> </ul> <p><b>Performance management within the Division</b></p> <ul style="list-style-type: none"> <li>• Be responsible for performance management of LDU clusters within the division</li> <li>• Identify opportunities for performance improvement and analysing trends within the division</li> <li>• Work alongside LDU Cluster managers to establish performance plans and monitor their effectiveness</li> </ul>

- Work with colleagues in the Performance roles in other divisions to share good practice and promote performance initiatives

**Manage Quality**

- Manage continuous quality improvement
- Monitor external markets, practice, trends and development to ensure best practice internally
- Manage compliance with quality systems

**Develop Team and Partnership Working**

- Be responsible for establishing effective working relationships with other divisional managers and across the wider NPS directorate
- Write reports for senior management to advise on contract performance and provide cost analysis where required
- Provide information to colleagues where required
- Develop a performance and quality-focused organisation

**Plan and organise**

- Plan and attend SLA review meetings to lead on discussions around performance, challenging issues where necessary and making recommendations for improvement. Manage action logs where appropriate
- Lead monitoring of CRC and other organisations delivery of interventions on behalf of NPS.
- Plan, implement and manage the sharing of knowledge and good practice to inform the continual improvement of service delivery

**Effectively Manage and Develop staff**

- Manage and develop staff
- Demonstrate leadership skills in dealing with staff
- Address poor performance
- Provide effective supervision/coaching/appraisal
- Ensure sickness absence initiatives are applied to achieve performance objectives and enhance productivity
- Resolve capability/grievance/harassment/complaints in accordance with organisational policies
- Address conduct issues and resolve conflict
- Implement human resource policies

**Use communication effectively**

- Providing information, feedback and advice
- Influencing and persuading
- Chair and participate in meeting including where appropriate
- Using appropriate skills, styles and approaches

**Enhance your own performance**

- Manage own resources and professional development

**Use information to take critical decisions**

- Liaise with staff to receive, collate and analyse information, developing systems and compiling reports as necessary
- Develop and utilise data to identify trends and take appropriate action to maintain and enhance performance
- Plan, implement and manage systems for the exchange of sensitive information, data and intelligence

**Manage Diversity and Quality**

- Develop a culture and systems that promote equality and value diversity
- Implement the diversity policies of the service and collaborate effectively with the Equalities and Diversity Unit

	<p><b>Manage Projects</b></p> <ul style="list-style-type: none"> <li>• Ensure an effective approach to project and process evaluation</li> <li>• Manage a programme of complimentary projects within agreed budgets</li> <li>• Enable others to carry out project management roles</li> <li>• Maintain effective communication with project stakeholders</li> </ul> <p>The duties/responsibilities listed above describe the post as it is at present and is not intended to be exhaustive. The job holder is expected to accept reasonable alternations and additional tasks of a similar level that may be necessary. Significant adjustments may require re-examination under the Job Evaluation scheme and shall be discussed in the first instance with the Job Holder.</p>
<b>Behaviours</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Developing Self and Others</li> <li>• Changing and Improving</li> <li>• Seeing the Big Picture</li> <li>• Managing a Quality Service</li> </ul>
<b>Strengths</b>	It is advised strengths are chosen locally, recommended 4-8.
<b>Essential Experience</b>	Demonstrate experience of a role in performance management, demonstrate experience of managing others, demonstrate experience in using a range of software packages to present, analyse & undertake report development, operational experience of working in a Probation setting, and experience of quality systems and implementing quality improvement initiatives.
<b>Technical requirements</b>	<p>NVQ Level 4 or equivalent in a relevant subject (or appropriate practical experience at a senior level)</p> <p>Microsoft: Word, Excel, Access, Outlook, and PowerPoint (or equivalent i.e. Lotus Notes)</p>
<b>Ability</b>	

<b>Minimum Eligibility</b>	<ul style="list-style-type: none"> <li>• All candidates are subject to security and identity checks prior to taking up post.</li> <li>• All external candidates are subject to 6 months' probation. Internal candidates are subject to probation if they have not already served a probationary period within HMPPS.</li> <li>• All staff are required to declare whether they are a member of a group or organisation which HMPPS consider to be racist.</li> </ul>
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<b>Hours of Work (Unsocial Hours) Allowances</b>	
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**Success Profile**

Behaviours	Strengths It is advised strengths are chosen locally, recommended 4-8.	Ability	Experience	Technical
Leadership			Experience of a role in performance management	NVQ Level 4 or equivalent in a relevant subject (or appropriate practical experience at a senior level)
Developing Self and Others			Experience of managing others.	IT Skills; Microsoft: Word, Excel, Access, Outlook, and PowerPoint (or equivalent i.e. Lotus Notes)
Changing and Improving			Experience in using a range of software packages to present, analyse & undertake report development.	
Seeing the Big Picture			Operational experience of working in a Probation setting,	
Managing a Quality Service			Experience of quality systems and implementing quality improvement initiatives.	